

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Marquip Inc.

Northwest Wisconsin Manufacturing Outreach Center

Marquip Combines Lean Enterprise with Living Legacy of Leadership

Client Profile:

MarquipWardUnited manufactures high-speed corrugating, finishing, and sheeting machinery for the corrugated box and paper-converting industries. Marquip, Inc. was founded in 1968 as a manufacturer of custom-designed automated machinery for the building materials industry. In 2000, Barry-Wehmiller Companies, Inc. acquired Marquip, and, in 2002, merged Marquip, Ward Machinery Company and United Container Machinery together creating MarquipWardUnited, one of the world's largest global suppliers of high-speed equipment for the corrugated paperboard and folding carton industries. The company is located in Phillips, Wisconsin and employs 500 people.

Situation:

Previous lean initiatives at the Phillips facility focused more on manufacturing "numbers" and less on the people and culture of the business. In the summer of 2005, MarquipWardUnited realized their need to embark on a more grass roots, organization-wide lean journey. Focusing on their Information Technology department, Accounting, and all other non-manufacturing areas, they wanted to break down existing silos and create cross-functional Lean leaders and teams. The company contacted the Northwest Wisconsin Manufacturing Outreach Center (NWMOC), a NIST MEP network affiliate, for help.

Solution:

NWMOC project managers provided Lean training to 20 leaders. These former silo leaders wanted to include employees in 13 different Lean projects coached by NWMOC project managers. Initially, one cultural change included vacating the coveted corner offices and restructuring the space around the value stream lines, with the five new value stream leaders co-located with their team members. Fueled by their desire to provide a safe, enriching environment for employees to use their many talents, they took Five S to a new level and added two additional S's, Safety and Satisfaction, to the traditional 5S. "By combining Lean with our Guiding Principles (of Leadership), we provide meaningful roles that engage our team members in the design and implementation of our strategy," commented Bob Chapman, CEO of Barry-Wehmiller. NWMOC projects with the company included Lean Certificate Training, 5S, Value Stream Mapping, Quick Changeover, Total Productive Maintenance, and Cellular Flow.

Results:

- * Increased productivity by 20 percent.
- * Reduced machine changeover by 50 percent.
- * Decreased set-up time by 75 percent.
- * Reduced month-end closing time in Accounting by 25 percent.

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Testimonial:

"Lean empowered our team members to take control of processes in their area."

Bob Fiorelli, Director of Manufacturing Services